
DEPARTMENT OF ACCOUNTING AND GENERAL SERVICES
ANNUAL REPORT ON GOALS, OBJECTIVES AND POLICIES

January 2012

Program ID/Title: AGS-231/Central Services-Custodial

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I. Goal

The goal of the Custodial Program is to deliver timely and quality services, while continuously seeking the needed feedback to improve its services to users and occupants of its assigned buildings.

II. Objectives and Policies

As a means of attaining the stated goal, the program will implement the following objectives:

- A. As a short-term objective, the program will maintain an 80% or higher customer satisfaction rating as measured through quarterly surveys of building occupants. The 80% percentile has been selected to align with the program's annual variance report, Part II "Measures of Effectiveness."
- B. Within a five-year period, policies will be implemented to improve the satisfaction to a level of 90% or better.
- C. In order to realize the stated goal and objectives, the following action plan has been developed.
 - 1. Implement on-going training for each custodian to improve efficiency, productivity and effectiveness.
 - 2. Develop a training program for the Janitor II and Janitor III positions to make them effective in performing minor repairs and groundskeeping.
 - 3. Collect and evaluate semi-annual customer satisfaction surveys for all buildings on Oahu.
 - 4. Investigate ways to streamline support procedures to allow staff to concentrate on customer service and responsiveness, instead of paperwork.

5. Continually develop and refine the program's measures of effectiveness to determine how well the program is delivering services.
6. To implement the inspection checklist for worksites by the Janitor III's and to follow up on deficiencies.
7. Investigate ways to better coordinate repair requests with trades staff from the Building Repair and Alterations Program.
8. Refine in-house training program to include formal classroom training, as available.
9. Develop an on-line custodial satisfaction survey to reduce paperwork.
10. Develop an on-line emergency response data base for each DAGS facility accessible to key management personnel. The data base will include information such as, evacuation plans and telephone trees.
11. Improvement of the workforce through the refinement of the employee selection process by focusing on good customer service skills, supervisory potential and strong custodial and building maintenance skills.

III. Action Plan and Timetable

A. Past Years Accomplishments

Highlights of the past year's program activities are as follows:

1. Initiated Phase II of an Energy Saving Performance Contract (ESPC) that will include the remaining DAGS facilities on Oahu, Hawaii, Maui and Kauai, which will reduce energy and water consumption.
2. Increase professionalism of the program staff by encouraging the program manager, building managers and landscape architect to obtain LEED Green Associate designation.
3. Registration of Leiopapa a Kamehameha Building (SOT) for LEED Silver Certification. The certification process validates a

building's elevated level of performance in areas, such as energy efficiency, water conservation, indoor air quality, green cleaning and recycling

4. Continued the evaluation of six (6) DAGS office buildings to identify low or no cost areas that could be used to obtain points that could be applied towards Leadership in Energy and Environmental Design (LEED) silver certification from the U.S. Green Building Council.

B. Year One and Two

In addition to the above, work continues in the following areas:

1. Recruitment and filling of custodial vacancies authorized and funded by the 2011 Legislature to improve the level of services being provided.
2. Implementation of an on-line notification system to provide key building personnel with information related to emergency situations such as, natural disasters, fire, and power outages.
3. Implementation of a custodial workstation inspection program using computer software that is based on nationally recognized cleaning standards.
4. Development of on-line custodial survey software that will enhance the ability of building occupants to provide feedback related to services being provided. The software will also allow the program to respond to concerns raised in a timely manner.
5. Refine surveys as a method to measure the level of satisfaction of building occupants with the services being provided.
6. Staffing levels continue to be monitored for consistency with guidelines established by the Association of Physical Plant Administrators.
7. Increasing participation and the skill level of the custodial staff in accomplishing minor building repairs.

8. Implementation of the Breeze Custodial Inspection program in order to justify more custodial positions.

C. Year Three Through Five

The program will continue to refine objectives that were previously identified such as, training in custodial and building maintenance skills, broadening the involvement of the custodians in the area of building maintenance and the streamlining of procedures to reduce paperwork.

The program will follow-up on unfinished objectives and any new initiatives that may be identified. As needed, priority items will be expedited.

IV. Performance Measures

A. Customer Satisfaction Measure

Semi-annual users surveys are utilized to obtain feedback to determine program effectiveness, and to identify areas that require improvement. Follow-up action will be taken to assure satisfaction whenever and wherever possible.

B. Program Standard Measure

Using the private sector as a model, performance standards will be established and used to base worker performance, expectations, and to conduct and verify internal inspections.

C. Cost Effectiveness Measure

Costs will be obtained from private sector sources and used as a guideline to determine the competitiveness of the program. Comparisons will be based on the concept of "prevailing wages".